

## Scope of Work

This scope of work was developed based on the City's needs and Alta's experience successfully implementing similar SRTS programs in the San Francisco Peninsula. The scope of work is broken out by the two phases described in the RFP: Phase I Program Initiation; and Phase II Program Implementation.

## PHASE I Program Initiation

### TASK 1 PROJECT KICK-OFF + PROJECT MANAGEMENT

#### Task 1.1 Project Kickoff Meeting

Within two weeks of the notice to proceed, Alta will coordinate with the City to schedule an in-person kick-off meeting with the City Project Manager and appropriate staff. The purpose of this kick-off meeting will be to: establish project management procedures; finalize project objectives, timeline, and scope of work; and discuss reporting protocols.

In advance of the kick-off meeting, Alta will prepare an agenda and submit it to the City for input. After the kick-off meeting, Alta will prepare a list of key action items and the final agreed upon project scope of work and schedule.

#### Task 1.2 City Meetings + Coordination

We recommend establishing a regular meeting schedule with the City Project Manager, ideally via a biweekly half-hour check-in call. Alta will prepare brief agendas with input from the City. Agenda items will include project status updates, including updates on project deliverables. Alta will submit key meeting take-aways no more than one week after each meeting.

Principal-in-Charge Hannah Day-Kapell will provide project oversight, recommended strategies, and quality assurance/control throughout Phase I. Project Manager Kristin Haukom will oversee and manage project workflow and progress and will be the primary point of contact to the City. Throughout Phase I, she will coordinate directly with the City's Project Manager via regular e-mails, telephone calls, and written documents and will be responsible for monitoring the

budget and schedule and coordinating assignments and events with staff, including education and encouragement contracted staff.

#### Task 1.3 Monthly Invoices + Progress Reports

Alta will submit monthly invoices and progress reports. All invoices and progress reports will be prepared in accordance with the City's standards and timelines.

#### Task 1 Deliverables

- » Kickoff Meeting Agenda and Key Action Items
- » City/Alta Coordination Meetings and Take-Aways (up to 12 hours of meetings)
- » Invoices + Progress Reports

### TASK 2 LIAISON, AUDIT SUPPORT, AND INDIVIDUALIZED SCHOOL PLANS

#### Task 2.1 Stakeholder Meetings

School district and school leadership support and buy-in is critical to the success of any SRTS program. In Phase I, in coordination with City staff, Alta will meet with Mountain View Whisman School District, Mountain View-Los Altos Union High School District, and Los Altos School District (one meeting per district) to introduce the project team and goals, identify concerns and opportunities at schools, and confirm scheduling for input.

After district approval, Alta will reach out to school leadership of the 20 Mountain View public and private schools listed in the RFP. We will do this first through email to share SRTS program background information, establish points of contact, inform contacts about opportunities to provide input.

The initial emails to schools and other school community members will:

- Describe the SRTS Program objectives
- Provide an overview of the SRTS services and activities they will receive as a part of the SRTS Program
- Explain "the ask", or how school staff can support SRTS Program efforts, including communicating with parents and supporting data collection
- Offer contact information for any questions stakeholders may have

We also recommend that this initial school outreach include a simple survey that will ask the school about their biggest transportation-related concerns, what SRTS activities they have found particularly successful,

and any unique goals for each school related to what they want to get out of participating in SRTS. The results of this survey would enable us to identify the top activities per school, which would be used to inform school plans as describe in Task 2.2.

Concurrent to initial school outreach, Alta will work with each school to identify stakeholders to engage with during Phase I. These may include school and district representatives and parent or community champions. Alta will work with the City and schools to confirm a list of stakeholders to be interviewed via phone about their current engagement in SRTS and what challenges and opportunities they see around walking and biking to school. They will also be invited to take the simple survey about transportation-related concerns.

We will offer follow-up assistance via phone and email to school contacts, as well as offering to attend existing PTA or other relevant meetings (up to two meetings per school during project).

Throughout school communications, Alta will share

SRTS resources and outreach materials developed by the Santa Clara County Public Health Department as well as the San Mateo County Office of Education. Alta has a great relationship with Public Health through current and past projects, and we will continue coordinating to leverage existing materials and resources.

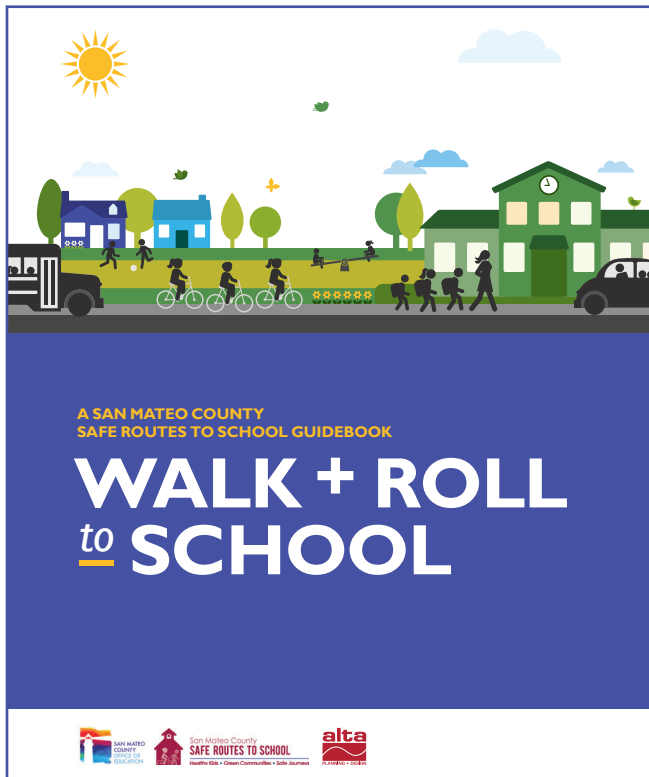
We will use this coordination as a way to connect with local public health professionals who can help support and promote the SRTS Program through their existing and established stakeholder networks and initiatives. Additionally, by direction of City staff, Alta will attend one meeting of Santa Clara County Traffic Safe Communities Network SRTS stakeholder meeting to give information about the SRTS Program, get feedback, and answer questions.

**Task 2.2 Individualized School Plans**

Based on results from stakeholder feedback, existing conditions, data, SRTS best practices, and professional judgement, Alta will compile two-page graphical SRTS summaries per school. Each summary will include, but not be limited to:

- Summary of activities to date
- Mode split data & outcomes
- Existing school context and reported challenges to walking & biking (lack of infrastructure, GIS data, parent involvement, school demographics)
- Priorities for future SRTS activities

Alta will review existing city and school district policies around walking and biking to school. We will



The Walk + Roll to School guidebook created for San Mateo County SRTS Includes a student readiness checklist, gear guide, route recommendations and safety tips.

**WALKING SAFETY**

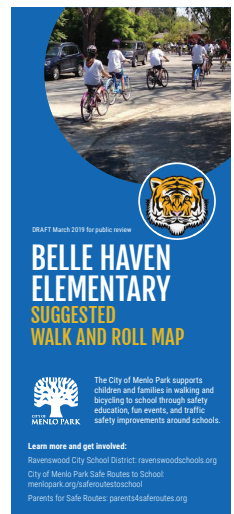
- Stop** at the curb's edge
- Look** left, right, and behind you
- Make Eye Contact** with drivers
- Cross** with heads up and looking around

**BIKING SAFETY**

- Be Predictable**  
Use hand signals and yield to pedestrians. Ride single file in the direction of traffic. Use lights when riding at night.
- Watch for Shared Lane Markings**  
Ride down the center of this "sharrow" symbol to stay outside the door zone on streets without bike lanes.
- Wear Your Helmet**  
Your helmet should cover your forehead and rest just above your eyebrows.
- Straps should** form a V under ears when buckled.
- Tighten the strap** so it's snug under your chin.

**DRIVING TIPS**

- Slow Down:** Watch and stop for students and families crossing, especially when other vehicles block your view.
- Park Safely:** Park, stop, and load students only in designated spaces.
- Follow Traffic Laws:** Avoid mid-block U-turns and keep crosswalks, accessible parking spaces, fire hydrants, bus stops, and driveways clear.



Alta developed Suggested Routes Maps in English and Spanish for schools in Menlo Park.

recommend policies that helps establish and prioritize SRTS programs and projects within each school and throughout the City.

Alta has been involved with SRTS in the Bay Area since it began, and we have been key partners in developing and evaluating SRTS programs in San Mateo County, Menlo Park, Palo Alto, and other communities on the Peninsula. We will utilize our existing relationships and knowledge of local, regional, statewide, and national SRTS programs to recommend best practices to consider for each school.

Alta will deliver the draft SRTS summaries and meet with City staff to discuss. City will disseminate the draft to appropriate stakeholders for review. Alta will revise the SRTS recommendations based on one set of consolidated, internally-consistent edits provided by the City.

### **Task 2.3 Suggested Route Maps**

Alta will develop a base map for the suggested routes for the City to review. The suggested routes maps will be created based on input from the VERBS program map and re-made with support from our award-winning graphic design team. Once approved, Alta will use the base map template to create suggested routes to school maps for all 20 SRTS Program schools., existing and planned biking and walking networks, and stakeholder input. The maps will show suggested walking routes for elementary schools and suggested walking and biking (as appropriate) routes for middle and high schools.

The suggested routes to school maps will display school locations, surrounding streets, sidewalks and pathways within a half-mile from school, as well as other relevant information such as stop signs, crossing guard locations, and park and walk locations. It is our standard of practice to include active transportation educational messages on our suggested routes to school maps.

Alta will solicit feedback on the suggested school routes maps from City and school staff via email. Once feedback is received, Alta will respond to any questions and resolve any issues. Alta will finalize the suggested school routes maps based on the outcome of this meeting.

### **Task 2 Deliverables**

- » School District and School Coordination + Meetings
- » Public Health Coordination
- » Santa Clara County Traffic Safe Communities Network SRTS stakeholder meeting (maximum of one meeting)
- » Individualized School Plans (one per school)
- » Suggested school route maps

### **TASK 3 DATA COLLECTION ACTION PLAN**

Evaluation is integral to tracking progress in meeting mode shift goals, demonstrating program effectiveness to funders, and assessing ongoing activities and participation to identify where adjustments may need to be made.

Alta has extensive experience creating data collection and evaluation frameworks and plans, as well as conducting, tabulating, and evaluating data for SRTS programs across California. We will use this experience as well as input from City staff and other stakeholders to create a SRTS Program Data Collection Action Plan that clearly defines the metrics, methods, and timelines that will be used to measure SRTS Program goals.

Data collection methods may include:

- Student travel tallies with instructions, using the National Center for Safe Routes to School process
- High school travel tallies, which include student driver options
- Parent surveys, either using the National Center or a revised form that targets specific information relevant to program goals and objectives
- School administration surveys, which record stakeholder's thoughts about the SRTS program and their reasons for participating in activities
- School champion surveys, which thank parent or community volunteers for taking a role in SRTS and gather information about desired improvements
- Activity participation surveys, which can provide information about whether students and teachers feel the specific programming is effective
- Event participation tracking, which offers a one-stop repository for which schools participated in various activities and how many students were involved

The Data Collection Action Plan will further include a schedule of data collection and communications, as well as sample copy for outreach and reminder emails to the schools and school communities. It will further inventory previously-collected data and outcomes, to continue collecting information in a way that be compared to existing data.

**Task 3 Deliverables**

- » Data Collection Action Plan
- » Data Collection Instruments, Schedule, and Communications

**TASK 4 SAFETY EDUCATION + ENCOURAGEMENT ACTION PLAN + SUMMERTIME EVENT**

**Task 4.1 Program Style**

Based on input from the City and a review of existing materials from the VERBS program and Santa Clara County Public Health, Alta will create a 'look and feel' for the SRTS Program using fonts and color schemes to build interest and excitement around walking and bicycling to school. Establishing a program style guide also communicates consistency and legitimacy to all program materials and can be used by the City to sustain the program.

**Task 4.2 Safety Education + Encouragement Action Plan**

Alta will work closely with the City to develop a Safety Education and Encouragement Action Plan that will be used to engage with students and the broader community, including those who are typically difficult to reach. The Safety Education and Encouragement Action Plan will outline how the project team will seek to reach and meaningfully engage with schools, students, school staff, parents/guardians, and the community to create a culture of walking and biking to school and other key community destinations. We are sensitive to the limits on participants' time, and will structure engagement opportunities that align with existing meetings and events as much as possible.

Instead of being prescriptive, we suggest that the Education and Encouragement Action Plan allow for some flexibility by outlining a menu of activities, strategies, and events to choose from based on school and community needs and priorities including those identified in the individual school plans described in

Task 2. The menu may include, but is not limited to the following:

- Walk to School Day
- Winter Walk to School Day
- Earth Day Celebration
- Bike to School Day
- Back to School media campaign
- PTA SRTS Workshop
- Walking School Bus Guides



Alta used the SRTS Toolkit Templates to customize materials for each pilot school within the Kirkland, WA SchoolPool program and develop a style geared toward older students.



At Alta, we believe everyone should have equitable access to what they need to thrive.

- Bike and pedestrian assemblies
- School bike rodeos
- Community based bike rodeos
- Bicycle + Skateboard Parking Site Plans
- Bike repair and maintenance workshops for high schools
- Community/school educational 'pop up' events
- Crossing Guard Training
- PE Teacher Curriculum Training
- Walking School Buses

- SchoolPool or other carpool promotion
- Walk/Bike promotional tip sheets/flyers

The Education and Encouragement Action Plan will identify ways to track impact of our outreach and engagement efforts in order to measure project progress and build local capacity for sustainability. All outreach and engagement will occur in Phase II, Task 6.

### Task 4.3 Community Events

During Phase I, Alta will subcontract with WheelKids to provide bike rodeos at two community events during summer 2019, with at least one bike rodeo held at Thursday Night Live, the closed street community event on Castro Street, on August 1, 2019. We specifically chose WheelKids to provide bike education for the Mountain View SRTS program because they are a locally based non-profit that has built a reputation as a leader in bike safety education, especially for children and youth.

Depending on the success of hosting a bike rodeo in conjunction with Thursday Night Live, we propose that the remaining bike rodeo also be held in conjunction with Thursday Night Live on August 8, 2019. Hosting bike rodeos at a consecutive time and location can help build program visibility and consistency.

The Alameda County SR2S Annual Report provides information about the impact of each program offering, to aid in data-driven decision-making.

**Pedestrian Rodeo Form for Teachers**

Thank you for taking the time to provide feedback! Your participation helps us improve our program. All forms should be returned by April 29 or earlier.

Please return your completed survey to the school principal.

Teacher Name: \_\_\_\_\_

Name of School/Event: \_\_\_\_\_

Date of Event: \_\_\_\_\_ Classroom Grade: \_\_\_\_\_

Number of Students Participating: \_\_\_\_\_

**Teacher Feedback**

1. Did your students benefit from the Pedestrian Safety Rodeo?	Definitely	Somewhat	Not at all	
2. How fun was the program for your students?	Very fun	Somewhat fun	Somewhat boring	Very boring
3. Did your students learn about pedestrian safety?	Definitely	Somewhat	Not at all	
4. Was the program age appropriate?	Definitely	Somewhat	Not at all	

Alta developed unique teacher and participant surveys for SRTS providers in Alameda County, which we are using to evaluate program elements.

Alta is leading countywide SRTS services in the Seattle area, using a menu of options to connect schools with activities to serve their needs.



*Tailoring programs to the community involves working with local leaders and families to create unique logos, branding, and outreach materials.*

#### **Task 4 Deliverables**

- » Program style guide (fonts and color scheme)
- » Education + Encouragement Action Plan
- » Two (2) Community Bike Rodeos

## **PHASE II Program Implementation**

During Phase II, Alta will subcontract with WheelKids and Bay Area Children's Theatre to provide targeted bike and pedestrian safety education and encouragement services. More details are provided in Task 6.

### **TASK 0 PROJECT MANAGEMENT**

In Phase II, Alta will continue the regular meeting schedule with the City Project Manager. At a minimum, these meetings should occur once per month via conference call and be scheduled at one-hour in duration. Monthly coordination meetings will not exceed 24 meetings during Phase II. Alta will prepare monthly coordination meeting agendas with input from the City. Agenda items will include project status updates, including updates on project deliverables. Alta will submit key meeting take-aways no more than one week after each meeting.

Principal-in-Charge Hannah Day-Kapell will continue to provide project oversight, with Project Manager Kristin Haukom overseeing and managing project workflow and progress. Alta will continue to submit monthly invoices and progress reports that are prepared in accordance with the City's standards and timelines.

#### **Deliverables**

- » City/Alta Coordination Meetings and Take-Aways
- » Invoices + Progress Reports

### **TASK 5 DATA COLLECTION + DOCUMENTATION**

Alta will use the Data Collection Action Plan developed in Phase I Task 3 for evaluating the SRTS Program with the aims of showing mode shift, measuring behavior change, and understanding which SRTS Program activities are most successful. This analysis will enable City staff to select the most effective program elements and activities in the future.

Alta will collect all data in a manner that is most convenient for school and City staff. For example, for Student Travel Tallies, we will facilitate this data collection twice—once at the beginning of the Phase II and once at the end. We will work closely with each school to determine their preferred method for administering the tallies. From our experience, schools tend to prefer to have teachers administer the tallies because it is the least disruptive, so we will be prepared to send Student Travel Tally forms and instructions to schools, providing support for data collection and analysis.

Annual evaluation of the SRTS program is critically important to tracking progress toward established performance measures. Using the data described in the Data Collection Action Plan, and folding in data that was collected in previous years (Alta has Mountain View student travel tally data from 2012 and 2014 from the MTC Regional SRTS Evaluation project), Alta will prepare a brief Annual Report summarizing yearly outcomes. Data will be compiled for Task 7

Final Report to provide a comprehensive evaluation of SRTS-related programming outcomes.

**Task 5 Deliverables**

- » School Outreach + Survey Data Collection
- » Annual Report Summary

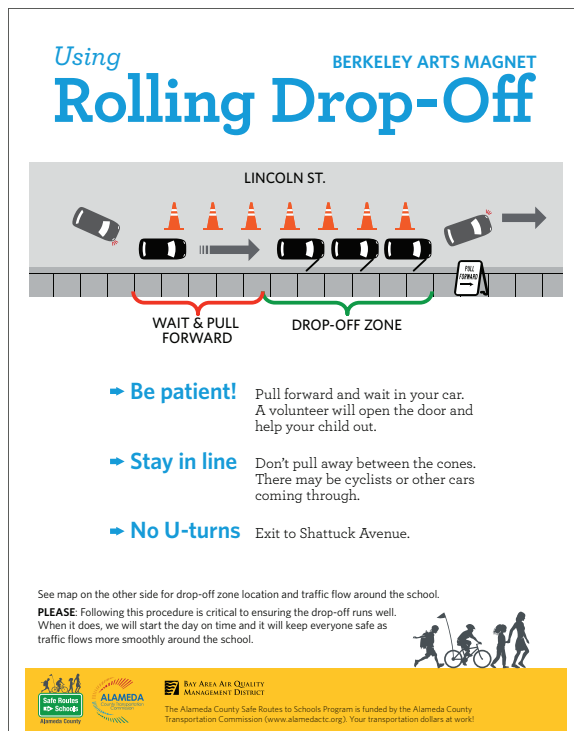
**TASK 6 DELIVERY OF STUDENT + PARENT SAFETY EDUCATION + ENCOURAGEMENT**

Alta will use the Education + Encouragement Action Plan created in Task 4 to guide delivery of student and parent safety education and encouragement. We anticipate needing specific services, staff, and contractors to deliver these activities. We have prepared a menu of services below with estimated quantities for each. Please note, these quantities can be adjusted and refined to meet the needs and requests of each SRTS Program school as well as guidance from City staff and stakeholders:

- **Rock the Block: A Walk & Roll Musical (one per elementary school).** Alta will hire Bay Area Children’s Theatre (BACT) to conduct this show,

which features singing, dancing, comedy, and lessons about safely walking and bicycling to and from school. BACT offers this show through the Alta-led Alameda County SRTS Program and it is well received by schools and students.

- **Step Up (one per middle school).** Alta will hire BACT to conduct this highenergy interactive show that is part rock concert, part game show. The show discusses safety skills necessary for students to independently navigate by walking, biking, or taking transit. It also starts to introduce concepts students will have to face as they begin driving with older students who are new drivers such as texting while driving and drunk driving.
- **School Bike Academy (up to sixteen).** Alta will hire Wheel Kids to conduct these school-based skills and safety instruction. These are weekday programs that fit into a PE or afterschool program, or weekend events that can be held in the morning or afternoon, our Bicycle Academy emphasizes development of bike handling skills, safe riding practices (“street smarts”), helmet fit, and bike prep.
- **Community Bike Circus (up to four).** Alta will hire Wheel Kids to conduct these activities, which are skills training activities that Wheel Kids uses to help students work on different aspects of riding, including balance, turning, signaling, obstacle avoidance, and braking.
- **Crossing Guard Training and Assessment (up to two sessions).** Alta is a leader in crossing guard training and assessments. Alts staff will use the Crossing Guard Training Program materials from the California Active Transportation Resource Center to assist local schools with ensuring their crossing guards are well-trained to reinforce student safety.
- **Pedestrian Safety Assembly for 3rd Grade Students (one per elementary school).** 30 to 40-minute fun and engaging in-school assembly presentation for 3rd grade students. Topics covered include pedestrian safety, traffic signs and signals, and safe street crossing.
- **Walk to School Day or Bike to School Day (one per elementary school and middle schools).** One-day, one-time, before school walking event, or “Walk to School Day”, involving ALL students. Students will be encouraged to walk to school on a particular day (chosen by the school) and will receive incentives for participation.



Alta offers over 19 years of experience leading SRTS programs and leading inclusive, interactive, and productive outreach. Our team can provide translation and interpretation if needed to make sure that all members of the community have a voice.

- **SRTS Workshop and Walkability Assessment (one per school).** 2-hour workshop for parents, guardians, school staff, city engineers and planners, law enforcement, and other SRTS stakeholders. Alta's Project Manager, Kristin Haukom, is a Safe Routes to School National Instructor, and workshops will be based on modules from the National SRTS course, with each workshop tailored specifically for the SRTS priorities, needs, and opportunities in Mountain View. The purpose of the workshop is to help schools and communities understand SRTS best practices and identify strategies to improve safety and walkability around their school site.
- **Bicycle + Skateboard Parking Site Plan (one per high school).** School will be provided with a Bicycle + Skateboard Parking Site Plan. This will include analysis of demand, information such as appropriate rack type and placement, ratios of secure parking needed, and potential funding sources for rack installation. Signage graphic files will also be provided to the school, which can be used to promote bicycling and skateboarding to school and the use of parking facilities.

#### **Task 6 Deliverables**

- » Safety Education
- » Encouragement Activities, menu of specific activities to be determined in Phase I

## **TASK 7 PREPARE DRAFT + FINAL SRTS PROGRAM REPORT**

Alta will compile the extensive education, encouragement, engagement, and evaluation work conducted in all Phases of the SRTS Program into a Draft SRTS Program Report. The Draft SRTS Plan Report will begin with a detailed outline submitted to City staff for review. The outline will likely include the following:

- Executive Summary
- All plans created during Phase I
- Summary and highlights from SRTS Program activities from Phase I and Phase II
- Data collection processes, analytics and evaluation
- Recommendations and resources for implementing SRTS activities
- Next steps, including funding recommendations

Upon outline approval by the City, Alta will then

develop the Draft SRTS Program Report and submit it to the City for review. The City will submit one set of consolidated comments back to Alta. Alta will fold in City comments and edits in to the Final SRTS Program Report and submit it back to the City for final review.

#### **Task 7 Deliverables**

- » Draft Final SRTS Program Report
- » Final SRTS Program Report

## **TASK 8 PRESENTATION**

With input and review from the City, Alta will develop and conduct presentations for the City's Bicycle/Pedestrian Advisory Committee (B/PAC). We propose the following schedule for these presentations:

- B/PAC Presentation 1 - July 2020. Present on Phase I plans. If funding and the schedule allows, we suggest this presentation happen during Phase I or as early as possible in Phase II so that B/PAC members have a chance to weigh in on plans before the our implemented.
- B/PAC Presentation 2 - June 2021. Present on Phase II progress.
- B/PAC Presentation 3 - March 2022. Present on the Draft SRTS Program Report. This presentation will be used to gather B/PAC member feedback and input from the Draft SRTS Program Report.
- Presentation 4 - We suggest reserving a presentation for an "emerging" opportunity to present on the program, such as at a Santa Clara County Public Health meeting or other SRTS for active transportation stakeholder meeting.

In collaboration with City staff, Alta will develop and conduct a presentation on the Final Mountain View SRTS Program Report for the Mountain View City Council. Alta will respond and resolve any issues, so that City Council is able to adopt the Final SRTS Program Report.

#### **Task 8 Deliverables**

- » Three (3) Presentations to the Mountain View B/PAC
- » One (1) Presentation to the Mountain View B/PAC or other Stakeholder Meeting
- » One (1) Presentation to the Mountain View City Council